

# EXHIBIT D



## 2018 Year End Performance Review for JENNIFER A. CLARK

### Associate Information

First Name	JENNIFER	Last Name	CLARK
Job Title	STR MGMT-STORE/OPS ASST MGR	Division	025 - Delta Division

### Associate Profile Update

Please take this opportunity to update your Associate Profile. Your Associate Profile is accessed by clicking on the "My Associate Profile" option from the KnowMe home page drop-down menu. It is important to keep your Associate Profile up to date, so your leader can stay aware of your career interests, organizational involvement and ongoing accomplishments. During your Year End Performance Review Discussion, plan to discuss any updates to your Associate Profile, including career interests, with your manager.

- ☐ Associate confirms profile reviewed and updated if necessary
- ☐ Manager confirms profile reviewed and updated if necessary

### Introduction

The Year End Performance Review Form is the final, annual review of your performance by your manager. The focus of the Year End Performance Review is to review progress and achievement of objectives set at the beginning and throughout the year. The Year End Performance Review Form provides you with the opportunity to describe what results were achieved and how you achieved them. Think about the actions you took to progress toward your objectives and the key milestones you reached along the way. Additional resources are included on the Help & Tutorials tab.

### 2018 Performance Objectives

Use the space provided to assess your progress and achievement of each objective. Include any supporting comments that describe the results you achieved and how you were able to achieve them. Additionally, review the **Kroger Leadership Model** behaviors to help you share how you progressed towards achieving your objectives. Before your Year End Performance Review Discussion, your manager will review your objectives and supporting comments and include their comments as well.

### Kroger Leadership Model Behaviors - Strengths

Review the **Kroger Leadership Model** behaviors and identify two leadership behaviors demonstrated as strengths throughout the year. Use the space provided below to explain why you chose each Kroger Leadership Model Behavior and discuss how you were able to effectively demonstrate these behaviors throughout the year. Additionally, think about how you will build on your strengths in the coming year.

#### First Demonstrated Strength

<b>Area of Strength</b>	<b>Rating</b>
Coaches and Develops Others	Achieves Results through Teamwork

#### Second Demonstrated Strength

**Area of Strength****Rating**

Provides Clear and Strategic Direction

Communicates Effectively and Candidly

## Section Comments:

**JENNIFER A. CLARK's Comments**

This year at the Covington store there were always opportunities to watch as the Team came together to achieve results. Through effective communication, the Team could achieve any task set before them. There were opportunities to cross train in different departments and motivating people to achieve their best through team work. With fewer associates than most stores, they understood the importance of coming together to achieve a common goal.

**COURTLAND E PERRY's Comments**

Please see Mr. Lee comments

**Comments by NATHAN A LEE**

Jennifer does a great job with slowing down and working with each associate individually and making sure they understand the why behind each task that is set before them.



Jennifer always leaves great instructions with all of her people, even on her days off. She always leaves direction and follows up behind each task on a daily basis.

**Kroger Leadership Model Behaviors - Area for Development**

Review the Kroger Leadership Model behaviors and identify one leadership behavior that is an area for development for the coming year. Use the space provided below to describe why you chose this behavior as an area for development and how you will improve on this area in the coming year.

## Area for Development

**Area for Development****Rating**

Leads Change and Innovation

Leads Change and Innovation

## Section Comments:

**JENNIFER A. CLARK's Comments**

In the Covington store, with fewer associates, this became a challenge. With the downsizing of the different departments, it was challenging to keep people motivated through change. When they could see their department falling behind other stores, we had to pull together to keep spirits up.

**COURTLAND E PERRY's Comments**

Please see Mr. Lee comments

**Comments by NATHAN A LEE**

Jennifer does a great job in doing the "Change" but she could do more with leading and coming up with different changes and innovations.

**Year End Summary**

Provide any additional comments you would like to share about your overall performance for the year in the space below.

## Section Comments:

**Comments by NATHAN A LEE**

While I have only been here a short while at 418 with having Jennifer under me, she has exceeded all expectations that I had set for her. She handles and manages all people and tasks that are asked of her. She does a great job of managing and getting work done through her people which is a sign of a true leader. I consider myself lucky and blessed to have such a strong and knowledgeable ASM at my side. I know together we will accomplish great things here at 418 and turn this ship around!

**2018 Overall Performance Rating**

This section will contain the associate's 2018 overall performance rating once it has been finalized by your Division/Business Unit's HR team.

Overall Performance Rating

**2018 Overall Performance - Consistently Delivers Expectations**

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**Objective Details**

2018 Overall Performance	2018 Overall Performance - Consistently Delivers Expectations
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**Year End Performance Review Discussion Date**

2018 Performance Review Discussion Date	03/21/2019
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**Signatures**

Your signature indicates the Year End Performance Review Discussion was held, not agreement with the documentation or information contained in it. Review your Year End Performance Review Form to ensure all areas are complete. Click "Acknowledge to Complete Review" when complete.

Associate: <u>JENNIFER A. CLARK</u>	<u>03/22/2019</u>
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## 2017 Year End Performance Review for JENNIFER A. CLARK

### Associate Information

First Name	JENNIFER	Last Name	CLARK
Job Title	STR MGMT-STORE/OPS ASST MGR	Division	025 - Delta Division

### Associate Profile Update

Please take this opportunity to update your Associate Profile sections. The profile and your career interests will be discussed during the Year End Review 1:1 with your manager.

- ☒ Associate confirms profile reviewed and updated if necessary  
☒ Manager confirms profile reviewed and updated if necessary

### Introduction

The Year End Form is the final, annual review of associate performance by his/her manager. It focuses on the accomplishment of Performance Objectives, demonstration of Kroger Leadership Behaviors, among other things. Navigate to the Help & Tutorials tab of this page for a complete listing of available training and reference materials.

### 2017 Performance Objectives

Assess accomplishment of Performance Objectives and write supporting comments in the space provided.

Performance Objectives  
to make goal of 78 on Friendly OSAT  
made score of 71

Did Not Meet

### VICKI D. AUDIRSCH's Comments

See Mr Wallace Comments

### Additional Ratings and Comments

#### Comments by ROBERT WESLEY WALLACE

Ms. Clark is very customer driven and makes time for each customer concern. Ms. Clark is a good example of how to treat customers. Ms. Clark has built a relationship with the community and this is her contribution to Friendly OSAT.

### Objective Details

Objective	to make goal of 78 on Friendly OSAT	Progress Updates	made score of 71
Status	Did Not Meet	Start Date	01/29/2017
Target Completion Date	02/03/2018		

Performance Objectives  
To make score of 56 in Instock Roll up OSAT

Complete

**VICKI D. AUDIRSCH's Comments**

See mr Wallace comments

**Additional Ratings and Comments****Comments by ROBERT WESLEY WALLACE**

Ms. Clark had many opportunities with In stock position. There were many times that Ms. Clark would become a stocker and try to get the areas complete. This was an issue throughout the store on instocks.

**Objective Details**

Objective	To make score of 56 in Instock Roll up OSAT	Progress Updates	
Status	Complete	Start Date	01/29/2017
Target Completion Date	02/03/2018		

**Performance Objectives**

To make goal of 58 in Produce Freshness of 58

Did Not Meet

got score of 57

**VICKI D. AUDIRSCH's Comments**

See mr Wallace Comments

**Additional Ratings and Comments****Comments by ROBERT WESLEY WALLACE**

Produce is an area that Ms. Clark could spend more time. There were obstacles in the department that caused a barrier for her.

**Objective Details**

Objective	To make goal of 58 in Produce Freshness of 58	Progress Updates	got score of 57
Status	Did Not Meet	Start Date	01/29/2017
Target Completion Date	02/03/2018		

**Performance Objectives**

To make goal of 58 on Meat Freshness OSAT

Complete

got score of 58

**VICKI D. AUDIRSCH's Comments**

See mr Wallace Comments

**Additional Ratings and Comments****Comments by ROBERT WESLEY WALLACE**

Meat is an area that Ms. Clark could spend additional time in this department.

**Objective Details**

Objective	To make goal of 58 on Meat Freshness	Progress	got score of 58
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OSAT	Updates
Status Complete	Start Date 01/29/2017
Target Completion Date 02/03/2018	

## Leadership Behaviors - Strengths

Evaluate demonstration of the Kroger Leadership Behaviors and write supporting comments in the space provided. Identify two leadership behaviors as Demonstrated Strengths. For a description of the eight Leadership Behaviors, click the ? next to the Rating pull down menu.

### First Demonstrated Strength

Area of Strength	Rating
Puts the Customer First	Communicates Effectively and Candidly

### Second Demonstrated Strength

Area of Strength	Rating
Leads through Positive Influence	Leads through Positive Influence

### Section Comments:

#### JENNIFER A. CLARK's Comments

Over the year 433 has come a long way as we have developed our associates through effective communication and portraying a positive influence everyday. They know they can trust us, but in the same sense they understand the expectations of the Company, and we are driving for results

#### VICKI D. AUDIRSCH's Comments

see Mr Wallace comments

#### Comments by ROBERT WESLEY WALLACE

Ms. Clark approached each day with a positive vibe. Ms. Clark made it a priority to spend quality time with the customers to make sure they received the best shopping experience. Her community involvement helped her build trust and relationships in the store. This allowed her to get a personal connection with the Atoka community.

## Leadership Behaviors - Area for Development

Evaluate demonstration of the Kroger Leadership Behaviors and write supporting comments in the space provided. Identify one leadership behavior for an Area for Development. For a description of the eight Leadership Behaviors, click the ? next to the Rating pull down menu.

### Area for Development

Area for Development	Rating
Executes with Excellence	Executes with Excellence

### Section Comments:

#### JENNIFER A. CLARK's Comments

I think as we as a store are moving into a new era of expectations, this will be the focus as we hold our associates accountable.

#### VICKI D. AUDIRSCH's Comments

see Mr Wallace comments

#### Comments by ROBERT WESLEY WALLACE

Ms. Clark has opportunities with staying on task. Ms. Clark would start many projects and not get these completed in a timely manner.

## Year End Summary

What additional thoughts would you like to share about the Associate's overall performance? Write overall Year-End comments in the space provided.

Section Comments:

### JENNIFER A. CLARK's Comments

Overall I think we have made great improvements at 433 as a management team, and we made over 3 million in sales for the first time ever. Our efforts are showing in the sales that we have accomplished.

### Comments by ROBERT WESLEY WALLACE

Ms. Clark had an eventful year at 433. There were many barriers and struggles that would make some of her assignments very time consuming.

### VICKI D. AUDIRSCH's Comments

see Mr Wallace comments

## 2017 Overall Performance Rating

This section will contain the associate's 2017 Overall Performance rating once it has been finalized by your Division/Business Unit's HR team.

DO NOT forward to Associate to Acknowledge until you see the rating populated here. If this form is forwarded prior to this rating being populated, navigate to the Team Overview and use the Recall hyperlink in the Associate Acknowledgement column to pull the form back to the 1:1 step.

Overall Performance Rating

2017 Overall Performance - Consistently Delivers Expectations

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## Objective Details

2017 Overall Performance	2017 Overall Performance - Consistently Delivers Expectations
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## Performance Review Date

## Signatures

Your signature indicates the discussion was held, not agreement with the documentation or information contained in it. Review your Year-End Performance form to ensure all areas are complete. Click "Finalize Form" when complete.

Associate: JENNIFER A. CLARK

04/19/2018





## 2019 Year End Performance Review for VICKIE SUE MCCLARY

### Associate Information

First Name	VICKIE	Last Name	MCCLARY
Job Title	STR MGMT/ASST STORE LEADER TM	Division	014 - Cincinnati Division

### Associate Profile Update

Please take this opportunity to update your **Associate Profile**. It is important to keep your Associate Profile up to date, so your leader can stay aware of your work history, career interests, organizational involvement and ongoing accomplishments. During your Year End Performance Review Discussion, plan to discuss any updates to your Associate Profile with your manager.

Your Associate Profile is accessed by clicking on the highlighted text above or selecting the "My Associate Profile" option from the KnowMe home page drop-down menu.

- ☒ Associate confirms profile reviewed and updated if necessary
- ☒ Manager confirms profile reviewed and updated if necessary

### 2019 Performance Objectives

The Year End Performance Review Form is the final, annual review of your performance by your manager. The focus of the Year End Performance Review is to review progress and achievement of objectives set at the beginning and throughout the year. The Year End Performance Review Form provides you with the opportunity to describe what results were achieved and how you achieved them. Think about the actions you took to progress toward your objectives and the key milestones you reached along the way.

For each objective, select the appropriate rating by assessing your progress toward each objective, considering what results you achieved and how you achieved them. Your manager will also assess each objective.

Click on the "pencil icon" next to each objective to add progress updates or update the status of each objective.

#### Performance Objectives

Achieve ID sales of 3% or greater.

Not Yet Started

Sales \$94,339.4 +\$767.9 to LY +.82% (Goal +3%)

#### Rating

Needs Improvement

#### Rating

Consistently Delivers Expectations

#### Objective Details

WHAT result will you achieve?	Achieve ID sales of 3% or greater.	Start Date	02/03/2019
HOW will you achieve this, working through and with others?	Achieve ID sales of 3% or greater.	Target Completion Date	02/01/2020
Status	Not Yet Started		

#### Performance Objectives

Pick up fill rate of 97%.

Replenishment score of 90%

Trucks and back stock worked 100%

Display compliance 97%

Not Yet Started

Pick up fill rate of 96.24% (Goal 97%)

Replenishment score 92.8% (90%)

Trucks and back stock worked 100% (Goal 100%)

Display compliance 94.2% (Goal 97%)

#### Rating

Consistently Delivers Expectations

#### Rating

Consistently Delivers Expectations

#### Objective Details

WHAT result will you achieve?	Pick up fill rate of 97% Replenishment score of 90% Trucks and back stock worked 100% Display compliance 97%	Start Date	02/03/2019
HOW will you achieve this, working through and with others?	Pick up fill rate of 97% Replenishment score of 90% Trucks and back stock worked 100% Display compliance 97%	Target Completion Date	02/01/2020
Status	Not Yet Started		

Performance Objectives

Achieve labor of 100.50  
 Achieve shrink of -2.12  
 Achieve variable expense of 6%

Not Yet Started

Labor of 97.68% (Goal 100.%)  
 Shrink -1.88% (Goal -2.12)  
 Variable expense 2.12% (Goal 6%)

Rating

Needs Improvement

Rating

Consistently Delivers Expectations

Objective Details

WHAT result will you achieve?	Achieve labor of 100.50 Achieve shrink of -2.12 Achieve variable expense of 6%	Start Date	02/03/2019
HOW will you achieve this, working through and with others?	Pick up fill rate of 97%, Replenishment score of 90%, Trucks and back stock worked 100%, Display compliance 97%	Target Completion Date	02/01/2020
Status	Not Yet Started		

Performance Objectives

Achieve retention rate of 41.4 %

Not Yet Started

Retention Rate 45% (Goal 41.4%)

Rating

Consistently Delivers Expectations

Rating

Consistently Delivers Expectations

Objective Details

WHAT result will you achieve?	Achieve retention rate of 41.4 %	Start Date	02/03/2019
HOW will you achieve this, working through and with others?	By following the steps of retention	Target Completion Date	02/01/2020
Status	Not Yet Started		

Performance Objectives

Achieve 100% very good on all promise shops

Not Yet Started

Did not achieve goal of 100%

Rating

Needs Improvement

Rating

Needs Improvement

Objective Details

WHAT result will you achieve?	Achieve 100% very good on all promise shops	Start Date	02/03/2019
HOW will you achieve this, working through and with others?	Achieve 100% very good on all promise shops	Target Completion Date	02/01/2020
Status	Not Yet Started		

Performance Objectives

Achieve 100% very good on all promise shops

Not Yet Started

Did not achieve goal of 100%

Rating

Needs Improvement

Rating

Needs Improvement

Objective Details

WHAT result will you achieve?	Achieve 100% very good on all promise shops	Start Date	02/03/2019
HOW will you achieve this, working through and with others?	Achieve 100% very good on all promise shops	Target Completion Date	02/01/2020
Status	Not Yet Started		

Performance Objective Comments

Use the space provided to add any further detail about your progress and achievement of each objective. Include any supporting comments that describe the results you achieved and how you were able to achieve them. Before your Year End Performance Review Discussion, your manager will review your objectives and supporting comments and include their comments as well.

Section Comments:

Subjects Comments

Sales \$94,339.4 +\$767.9 to LY + 82% (Goal +3%)

Pick up fill rate of 96.24% (Goal 97%)

Replenishment score 92.8% (90%)

Trucks and back stock worked 100% (Goal 100%)

Display compliance 94.2% (Goal 97%)

Labor of 97.68% (Goal 100 %)

Shrink -1.88% (Goal -2.12)

Variable expense 2.12% (Goal 6%)

Retention Rate 45% (Goal 41.4%)

Promise Shops (Goal 100%)

Managers Comments

Sales, expense, and pickup results were significantly impacted by a major store remodel that occurred during the middle of the year. We also continued to have sister store impact from newer stores such as 838 and 960. However, in terms of promise shops, these were not affected by the remodel and our results were extremely inconsistent. We will need help from all members of management in 2020 to coach the expectations of customer service to our associates and follow up as needed. Results on pickup instock and trucks completed, we were the best in the district.

Kroger Leadership Model Behaviors

Review the Kroger Leadership Model behaviors for your role or level by selecting the Kroger Leadership Model image on your [KnowMe homepage](#). Then, assess each Kroger Leadership Model behavior, considering how you demonstrated each behavior for your role or level throughout the year.

Use the "Section Comments" area to share any overall comments about your progress on the Kroger Leadership Model behaviors this year. Think about how you were able to demonstrate a Passion for People and a Passion for Results in your role. Additionally, think about how you will continue to develop on these behaviors in the coming year.

Achieves Results through Teamwork

Rating



Striving Towards Good

Rating



Striving Towards Great

Coaches and Develops Others

Rating



Good

Rating



Good

Communicates Effectively and Candidly

Rating



Good

Rating



Striving Towards Great

Executes with Excellence

Rating



Good

Rating



Good

Leads Change and Innovation

Rating



Good

Rating



Striving Towards Great

Leads through Positive Influence

Rating



Striving Towards Great

Rating



Striving Towards Great

Provides Clear and Strategic Direction

Rating



Good

Rating



Good

Puts the Customer First

Rating



Good

Rating



Great

Section Comments:

VICKIE SUE MCCLARY's Comments

My strengths are managing change and diversity, time management, organizational skills, follow through, commitment, positive motivation of associates and customer service.

My areas of opportunity are continuing to learn all of the many Kroger systems and policies and procedures to assist me in becoming a more effective and knowledgeable Manager at Kroger.

#### BENJAMIN L PYZIK's Comments

Vickie leads through positive influence in that she sets an example for our associates as well as her peers in many areas. Vickie is always timely for work, in fact early most of the time, and is always flexible to adjust scheduling for the team or the needs of business. Vickie is a positive example for others when addressing customer issues. My opportunity for Vickie, would be to build on improving relationships with our department leaders. Vickie has a solid background in retail, however to fully learn the "Kroger" way, most of her knowledge needs to come from department leaders. The department leaders are the most important members of our team. Building good relationships with department leaders may include more of a balance of issuing directives and working collaboratively on a project. There has become a noted decline in store conditions as well as operational results when I personally am not in the store. There is accountability at all levels for food safety, store conditions, and out of stocks. This next performance review period, I the management team will continue to be accountable for holding store conditions and results to the same standard, regardless of who is "running" the store at a particular period in time.

#### Year End Summary

Provide any additional comments you would like to share about your overall performance for the year in the space below.

#### Section Comments:

#### VICKIE SUE MCCLARY's Comments

After spending the last 6 months with Kroger, I have learned an extraordinary amount of information and it has been a huge learning experience. I learn something new every day and have so much more to learn! This is an exciting adventure for me and I am very proud to say I work for Kroger.

#### BENJAMIN L PYZIK's Comments

I requested Vickie to be assigned to store 811 upon completion of her training, and I continue to be pleased with that decision. Vickie is smart, works hard, and exhibits great leadership. She is becoming a "go to" person for a variety of things. There is still much for Vickie to learn as it relates to Kroger, as would be expected for anyone with about a year's experience with us. As mentioned about the department leaders can help with that learning, they know the most about their "business". In everything she does Vickie wants to do a good job, and that quality makes her a fine member of our 811 team.

#### 2019 Overall Performance Rating

This section will contain the associate's 2019 overall performance rating once it has been finalized by your Division/Business Unit's HR team.

#### Overall Performance Rating

2019 Overall Performance - Consistently Delivers Expectations

#### Objective Details

2019 Overall Performance	2019 Overall Performance - Consistently Delivers Expectations
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#### Year End Performance Review Discussion Date

2019 Performance Review Date	04/11/2020
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#### Signatures

Your signature indicates the Year End Performance Review Discussion was held, not agreement with the documentation or information contained in it. Review your Year End Performance Review Form to ensure all areas are complete. Click "Acknowledge to Complete Review" when complete.

Associate: VICKIE SUE MCCLARY	04/11/2020
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